



Leadership and Competence Analysis and Its Impact on Organizational Effectiveness through Organizational Citizenship Behavior in the Public Sector

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Abstract

This study aims to determine the influence of leadership and competence on organizational citizenship behavior and its impact on the effectiveness of the organization on the Government of South Sulawesi Province. Data collection is carried out at the Regional Planning, Development, Research and Development Agency of South Sulawesi Province. This research uses quantitative approach method with research population is state civil apparatus that has a position as Structural Officer and Functional Officer in the Planning, Development, Research and Regional Development Agency of South Sulawesi Province amounting to 56 people using saturated samples so that the number of samples as many as 56 respondents. Data is processed and analyzed using Path Analysis method. The results showed that leadership and competence have a positive and significant effect on organizational citizenship behavior (OCB) as well as organizational effectiveness. OCB itself directly and positively impact to organizational effectiveness with significant value. OCB can mediate the relationship both leadership and competence to organizational effectiveness. OCB and organizational effectiveness can be implemented well in The Regional Government of South Sulawesi Province when the leader has knowledge capability and can be a good figure to others to generate his/her influencing to subordinates.

Keywords: *leadership; competence; organizational citizenship behavior; organizational effectiveness.*

INTRODUCTION

Reformation is part of the dynamics of society , in the sense that development will cause demands for reformation and change. Government of Indonesia in the sector of the public in the era of reform when it can be said not showing the direction developments are good , because still many found governments are arrogant and assume it is the people who need it , the practice of corruption, collusion and nepotism continues to occur, and the mindset of the bureaucrats is still far from expectations.

The Indonesian government continues to experience an increase in the level of effectiveness every year, but compared to other countries, it has the lowest level of government effectiveness (World Bank, 2019) The large institutional structure of the government resulted Index Effectiveness of the Government is in a position most low compared to countries others in Southeast Asia (Rahmawati, 2017).

One of the concepts of managing government organizations in order to serve the community better is the concept of good governance that shows performance in efforts to improve the government management process so that service performance becomes better. In order to achieve this goal is by improving the effectiveness of the organization.

To achieve maximum organizational effectiveness, it is required to have the behavior of employees who work according to their duties and functions and are able to work outside the role (extra role performance). Organizational citizenship behavior forms an important factor in creating the overall effectiveness of an organization (Kumari and Thapliyal, 2017:19). Extra-role behavior within the organization that always put the interests of others that are expressed in the form of action in order to realize the welfare of others and not for self-interest or group. This behavior is known as Organizational Citizenship Behavior (Sulistiyadi 2016:568)

Rahmawati (2017) argues that organizational effectiveness can be achieved if individuals are able to be encouraged to behave Organizational Citizenship Behavior (OCB), where the work must be organized properly which of course cannot be separated from the competence of its leaders and the ability to influence the behavior of others, both individually and in groups.

Based on the concept of Organizational Citizenship Behavior, this research will analyze its influence through leadership and competence and its impact on the effectiveness of the organization sees this matter is needed in order to support the achievement of organization can be realized

LITERATURE REVIEW

Leadership

Leadership is the ability to influence a group to achieve a vision or a set of specific goals set. A person can gain a leadership role simply because of his or her position in the organization. However, not all leaders are managers, and vice versa, not all managers are leaders. Just because an organization gives formal rights to its managers, is not a guarantee that they are able to lead effectively.

Bass and Avolio (1994) argue that transformational leadership has four dimensions which he calls "the Four I's". Idealized influence, Inspirational Motivation. Intellectual stimulation and individualized consideration.

Competence

Competence is an ability to carry out or perform a job or task based on skill and knowledge and supported by the nature of work required by the work (Wibowo, 2009:110). Thus, competence shows skills or knowledge characterized by professionalism in a particular field as something that becomes the flagship of the field.

Spencer and Spencer in Wibowo (2009:120) group competencies *in three levels, namely behavior tools, image attributes, and personal characteristics*. Behavior tools are divided into two indicators namely Knowledge and Skill, Image Attribute is also divided into two indicators, namely social role and self image, and the last Personal Characteristic which is divided into two indicators, namely traits and motive.

Organizational Citizenship Behavior

OCB is an individual behavior free to determine, which is not directly or expressly recognized by the formal reward system and will jointly encourage organizational functions more effectively (organ,1990). There is evidence that the increasing trends of voluntary behavior or organizational citizenship behaviors by employees can positively increase organizational performance. (Sadeghi, et.all, 2016:323). The term organizational citizenship behavior (OCB) was first proposed by Organ (1994), which presents the five primary dimensions of OCB altruism, Conscientiousness Sportsmanship, Courtesy and Civic Virtue

Organizational Effectiveness

Moerir's view (2006) that Effectiveness on the other hand, becomes the ability to choose the target results accordingly. An effective manager is the one who chooses the truth not to be the

same, something done efficiently is not necessarily effective. The level of effectiveness itself can be determined by the overall integrated goals and activities of the organization, the adaptability of the organization to its changing environment

Richard M Steers (1985:8) presents four factors that affect effectiveness namely Organizational Characteristics, Environmental Characteristics, Worker Characteristics, and Management Characteristics.

Conceptual Model

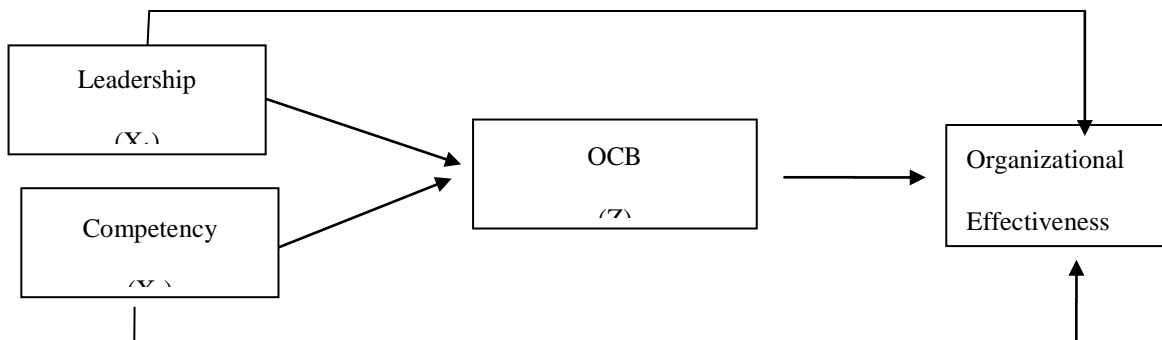


Figure 1. Conceptual Framework

The hypotheses tested in this study are as follows:

- H₁ Leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB) in employees.
- H₂ Competence has a positive and significant effect on organizational Citizenship Behavior (OCB) in employees 1.
- H₃ Leadership and Competence jointly influence Organizational Citizenship Behavior (OCB)
- H₄ Organizational Citizenship Behavior (OCB) has a positive and significant effect on Organizational Effectiveness
- H₅ Leadership has a direct effect on Organizational Effectiveness
- H₆ Competence has a direct effect on Organizational Effectiveness
- H₇ Leadership has a significant influence on Organizational Effectiveness through Organizational Citizenship Behavior
- H₈ Competence has a significant influence on Organizational Effectiveness through Organizational Citizenship Behavior

RESEARCH METHOD

Location and Research Design

The research was conducted at the Planning, Development, Research, and Regional Development Agency of South Sulawesi Province with the subject of research being employees working in structural and functional positions.

Population and Samples

The samples in this study took the overall number of the population of 56 people. The sampling technique is a sample saturated with the characteristics of structural officials and functional officials

Table 1. List of Research Sample Distribution

No	Institute	Population	Total		
			Structural	Functional	Sample
1	Planning, Development, Research, and Regional Development Agency of South Sulawesi Province	56	24	32	56

Data Collection Method

Data or supporting information in this study was obtained through the dissemination

of questionnaires to respondents by means of observation and interviews.

Data Analysis Method

The study applied path analysis method using SPSS 24.0 for windows software consisting of validity test, reliabilities, and path analysis using Amos 24.

EMPIRICAL RESULT

Descriptive statistics

The respondent's description for leadership variables can mean that the respondent agrees. This can be seen from the average value of 6.26 which means that leaders understand their role in the agency while understanding the leadership variables intended in this study. The indicator that has the highest average value of the leadership variable is the Idealized influence indicator (X1.1) which consists of two statement items that are able to believe that when the leader behaves well then the subordinate will be more respectful and admire his work with an average value of 6.33.

Table 2. Respondents' Responses to Leadership

	Indicators	Mean
X1.1	<i>Idealized influence</i>	6.33
X1.2	<i>Inspiration Motivation</i>	6.2
X1.3	<i>Intellectual Stimulation</i>	6.32
X1.4	<i>Individualized Consideration</i>	6.18
	Mean Leadership Variables	6.26

Source: Processed Questionnaire Results, 2020

The respondent's description for the Competency variable indicates that the X2 indicator.6 (motif) has the largest mean value of 5.83. This description gives an idea that the competencies required in the scope of the Development Planning, Research and Regional Development Agency of South Sulawesi Province must be initiated from the ability to influence subordinates, this ability usually goes well if the leadership can set a good example, which must be accompanied by good knowledge.

Table3. Respondents' Responses to Competencies

	Indicators	Mean
X2.1	<i>Knowledge</i>	5,50
X2.2	<i>Skill</i>	5,72
X2.3	<i>Social role</i>	5,69
X2.4	<i>Self image</i>	5,73
X2.5	<i>Traits</i>	5,69
X2.6	<i>Motive</i>	5,83
	Mean Variable Competency	5,71

Source: Processed Questionnaire Results, 2020

Respondent description for Organizational Citizenship Behavior variable shows that indicator Z1.1 (Conscientiousness) has the largest mean value of 6,01. This description gives an idea that Organizational Citizenship Behavior (OCB) can be well understood in following the rules and procedures of the organization, carrying out the main tasks in accordance with the rules of the organization and submitting reports and work plans earlier than it should.

Table 4. Respondents' Responses to OCB

Indicators		Mean
Y1.1	Altruism	5.41
Y1.2	Civic Virtue	5.69
Y1.3	Conscientiousness	6.01
Y1.4	Courtesy	5.78
Y1.5	Sportsmanship	5.76
Mean Variable Organizational Citizenship Behavior		5.73

Source : Processed Questionnaire Results, 2020

Respondent description for employee performance variable shows that indicator Y.73 (Worker Characteristics) has the *largest mean* value of 6.13. This description gives an idea that respondents consider that the effectiveness of the organization can be achieved if harmonious relationships between employees will improve the effectiveness of the organization. Such harmonious relationships will facilitate the interaction of individual objectives with the objectives of the organization / institution.

Table 5. Respondents' Responses to Organizational Effectiveness

Indicators		Mean
Y.1	Characteristic Organization	5.79
Y.2	Characteristic Environment	5.85
Y.3	Characteristic Workers	6.13
Y.4	Characteristic Management	5.83
Mean Organizational Effectiveness Variables		5.90

Source: Processed Questionnaire Results, 2020

Prerequisite Evaluations

Validity test

is done by calculating Pearson value by comparing with Table R in df N-2 and probability 0.05 which is 0.2832 with R Value Calculate each indicator on variable..Based on the calculation results state that the calculated R value is greater than 0.2832 so that the indicator is considered valid..

Reliability Test

In addition, *Cronbach's alpha value* on each variable has a number greater than 0.60 so that all variables are declared reliable to be used as a questionnaire instrument measuring instrument in this study.

Research Result

Data Quality Measurement

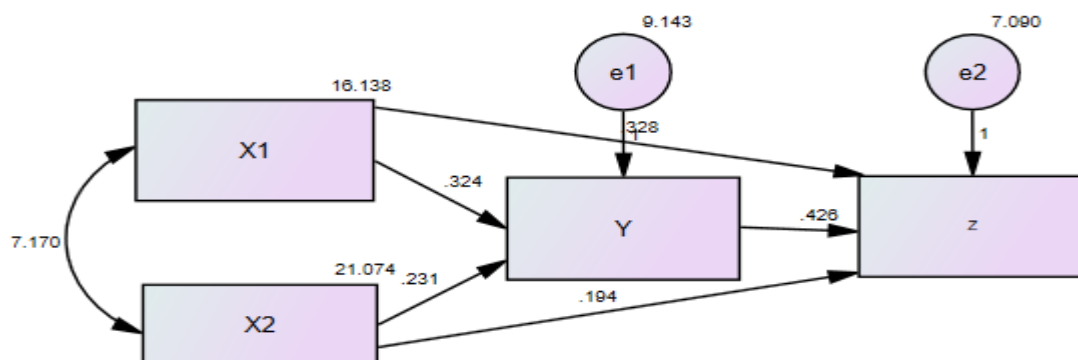


Figure 2. Path Analysis Structure Model

The analysis of the results of this study used a path analysis model with data processing

using SPSS and AMOS programs. The power of variable prediction is good when viewed through the value of the critical ratio (CR), if the critical ratio is significant it can be said to be useful for predicting variables. Based on the method of determining the value in the model, the model testing variables in this study are grouped into exogenous variables and endogenous variables. Exogenous variable groups are Leadership and Competence; and endogenous variables, namely Organizational Citizenship Behavior and Organizational Effectiveness. The testing is done by paying attention to the estimated value is > 0, the values at C.R and P, it is said to be significant if the CR value is > 1.96 and the P value <0.05(significant effect at the 5% level). Furthermore, the results of the analysis are presented in Table 6.

Table-6: Analysis Path Results

			Estimate	C.R.	P	Label
Z	<---	X1	0.324	2.939	0.003	Significant
Z	<---	X2	0.231	2.401	0.016	Significant
Y	<---	Z	0.426	3.584	0.000	Significant
Y	<---	X1	0.328	3.147	0.002	Significant
Y	<---	X2	0.194	2.177	0.029	Significant
Y	<--- Z<---	X2	0.138	2,274	****	Significant
Y	<--- Z<---	X2	0.099	1,997	****	Significant

Source: Processed Questionnaire Results, 2020

Coefficient of Determination

The coefficient of determination (R Square or R squared) which is usually symbolized by R² is significant as a contribution to the influence given by the independent variable (X,Z) on the dependent variable (Z). In other words, the value of R² is useful for predicting and seeing how much the contribution of the influence given by variable X₁ and X₂ simultaneously to variable Z and X₁, X₂, Z simultaneously to variable Y .The coefficient value based on the results of data processing can be seen in table 7, the R² value for X₁ and X₂simultaneously to Z is 0.299 or 29.9% and the R² value for X₁, X₂and Z simultaneously to Y is 0.557 or 55.7%

Table 6. R Square (R²) Values

Variable-Indicator		R ² Values
· Leadership	<i>Organizational Citizenship Behavior</i>	0.299
· Competency		
· Leadership	Organizational effectiveness	0.557
· Competency		
· Organizational Citizenship Behavior		

Hypothesis Testing

Hypothesis testing is done by paying attention to the values at C.R and P, it is said to be significant if the CR value is > 1.96 and the P value <0.05. Furthermore, the results of hypothesis testing can be seen in table 4.

1. The estimated value of 0.324 stating that the leadership has a positive and significant impact on Organizational Citizenship Behavior. Each addition of 1 unit in leadership will have an impact on improving Organizational Citizenship Behavior by 32.4%, so that the first hypothesis is accepted
2. The estimated value of Competence to OCB of 0.231states that Competence to Organizational Citizenship Behavior is positive and significant value. This indicates that each increase of 1 unit in Competency will increase Organizational Citizenship Behavior by 23%, so that the second hypothesis is accepted
3. The estimated value of Organizational Effectiveness is 0.426 which states that Organizational Citizenship Behavior against Organizational Effectiveness is positive and significant value. This indicates that any change of 1 unit in Organizational Citizenship Behavior will increase by 42% to organizational effectiveness so that the third hypothesis is accepted.
4. The coefficient of determination can be measured by the value of Square Multiple

Correlation. The greater the coefficient of determination, the greater the independent variable variation affects the dependent variable so that it is 0.296 which means the variability of dependent variables (OCB) which can be explained by the variability of independent variables (Leadership, Competency) by 29.6%, so the fourth hypothesis is accepted

5. For leadership relationships to the effectiveness of the organization directly produces an estimated value of 0.328. This stated that Leadership on Organizational Effectiveness is positively valued where every increase of 1 unit on leadership will have an impact of 32.8% on the effectiveness of the organization. The fifth hypothesis is accepted
6. The estimated value of Competence to Organizational Effectiveness, of 0,194 indicates that Competence to Organizational Effectiveness has a direct relationship through Organizational Citizenship Behavior. Each addition of one unit to the Competency will have an impact of 19.4% on the effectiveness of the organization, so the sixth hypothesis is accepted
7. Indirect effect value of 0.132 and Sobel test value of 2.23 indicates that Leadership on Organizational Effectiveness has significant positive value through Organizational Citizenship Behavior. This indicates that any change of 1 unit to leadership will be 13.2% indirectly to the effect of the organization through Organizational Citizenship Behavior so that the seventh hypothesis is accepted.
8. Indirect effect value of 0.099 and Sobel test value of 1,997 states that Competence to Organizational Effectiveness through Organizational Citizenship Behavior is positive and significant value. This indicates that any change of 1 unit to leadership will be 9.9% indirectly to the effectiveness of the organization through Organizational Citizenship Behavior so that the eighth hypothesis is accepted.

DISCUSSION

The Influence of Leadership on Organizational Citizenship Behavior

The results of this study show good leadership encourage better organizational citizenship behavior. This finding is in accordance with the results of Shahzad et al. (2010), found that leadership style has a significant influence on Organizational Citizenship Behavior (OCB). The results of the statistics describe if show that Idealized Influences gives an idea that leaders in the scope of the Agency for Planning, Development, Research, and Regional Development of South Sulawesi Province are able to foster new ideas, provide creative solutions to problems faced by subordinates, and provide motivation to subordinates to seek new approaches in carrying out organizational tasks

The Influence of Competence on Organizational Citizenship Behavior

The results of this study show that the better the competence that a person has, it will improve Organizational Citizenship Behavior (OCB). This finding is in accordance with the research results of Ketut Sudarma, (2011) which found that the influence of indirectly competence on performance where OCB acts as a variable intervening on the performance of administrative personnel. The findings are strong with descriptive statistics that show that indicators that have the highest average value of variable competencies are the next motive in a row self image, skill, social role, traits, and knowledge. This description gives an idea that the competencies required by the leadership in the scope of the Planning, Development, Research, and Regional Development Agency of South Sulawesi Province must be initiated from the ability to influence subordinates, this ability usually goes well if the leadership can set a good example, which of course must be accompanied by good knowledge.

The Influence of Leadership on Organizational Effectiveness

The results of this study show leadership in the scope of the Agency for Planning, Development, Research, and Regional Development of South Sulawesi Province directly improve the effectiveness of the organization, This finding is in line with the results of Lehnussa Johny's research (2010) which suggested that there is a significant influence of compensation of subordinates and leadership on the effectiveness of the organization. The results of leadership variables that are research fact show results that are almost the same as descriptive, the main

indicators that make up leadership variables are idealized influence, subsequently successive, intellectual stimulation, motivational inspiration, and individualized consideration. This proves that the main thing that leaders must have is behavior as a good role model so that it can be admired and respected by subordinates, the ability to understand the situation of the organization and its members, further the ability to motivate subordinates. These results reinforces the discovery of Sarros and Butchatsky (1996) who said that such leaders have the ability to bring enormous changes to individuals and organizations in a way: re-improving the character of individuals in the organization or improving the organization, start the process of creating innovation, reviewing organizational structures, processes and values to be better and more relevant, in ways that are interesting and challenging for all parties involved, and trying to realize organizational goals that have been deemed impossible to implement.

Competence on Organizational Effectiveness

The results of this research show the competencies owned by a person can directly improve the effectiveness of the organization in the scope of the Agency for Planning, Development, Research, and Regional Development of South Sulawesi Province. This finding is in line with the results of apriani research (2009) said that there is an influence of competence on the effectiveness of the organization, good utilization of human resources will be achieved organizational objectives so that effectiveness can be achieved. The results of variable competencies that are research facts show that motive is the dominant indicator of forming variable competencies, this means to be a leader in the scope of the Agency for Planning, Development, Research, and Regional Development of South Sulawesi Province then it is very important for someone to have the ability to be someone who is able to influence subordinates in a better direction so that subordinates want to follow the rules of the organization / agency set that will have an impact on the effectiveness of the organization.

The Influence of Leadership on Organizational Effectiveness through Organizational Citizenship Behavior

The results of this study found that leadership has an indirect effect on organizational effectiveness through Organizational Citizenship Behavior (OCB). This indicates that the role of a good leader will be able to create Organizational Citizenship Behavior (OCB) in the members of the organization and will eventually create an effective organization. This result is in accordance with the opinion of Carter (2009) who said that of all things related to managers in developing employees lies in leadership. Leadership is primarily how to provide feedback on the advice provided by its employees. To be a good leader requires experience and understanding of situational. So that a good Manager is able to provide feedback to productivity, effectiveness, satisfaction and motivation to increase organizational effectiveness

Competence on Organizational Effectiveness

The study also found that competence has an indirect effect on organizational effectiveness through Organizational Citizenship Behavior (OCB). The findings are in line with the opinion of Etzioni, (2005, h, 55) The effectiveness of work is the ability of a person to choose the right goals or equipment's for the achievement of a set goal. The effectiveness of employee work is needed in an organization with the effectiveness of employee work, the goal of an organization will be achieved in accordance with what is expected or achieved effectively and efficiently. employees understand, and know their part in contributing and in doing so, managing and improving the performance of both individuals and organizations. Based on the findings of this study and Etzioni's opinion, it can be concluded that the effectiveness of the organization can be achieved if each individual in the organization is able to produce good performance. The performance of individuals will be good if the individual is able to be encouraged to behave Organizational Citizenship Behavior (OCB), where the work must be managed properly which of course can not be separated from the ability / competence of the leader.

CONCLUSION

Leadership and Competence influence on Organizational Citizenship Behavior as well as facing the effectiveness of the organization. This shows that the variables of leadership and competence have an important role in the Development Planning Agency for Development and Regional Research of South Sulawesi Province. The implications of organizational Citizenship Behavior and Organizational Effectiveness in the Agency for Planning, Development, Research and Regional Development of South Sulawesi Province can run well if a leader has good leadership behavior and competence, especially in the behavior carried out daily, the ability to motivate subordinates and accompanied by good knowledge. But Organizational Citizenship Behavior and Organizational Effectiveness is not entirely influenced by leadership and competence but is also influenced by other variables that were not researched in this study

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